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██████████ FINAL COMMENTS

Re Readings

Best B. knows of at this time.  
Wants to know which were valuable, etc.

Re Books

The ones that say something, at least in part, about this new setting for study of admin.

McGregor has a book on the way--an expansion of his article--as practical and usable as one can get at present.

"Guard of Honor" -- good book. B. recommends highly.

General re seminar

Food for thought--if some ferment, B. is content. We are into the field--in a practical way--as far or further than others.

Concepts worth special note:

Universality of commo.

Particularly what one does rather than what one says

c.f. Vance's behavior - "a daily insult".

Ubiquity of training

One is always training - what one does encourages others

Re McGregor

"Y" now stands on reasonably secure research findings more so than "X".

We are on the brink of long exploration re effective admin. in organization context. Industry is just beginning to pay some attention to "Y".

MacGregor - human motivation has been misinterpreted and is now due for re-examination - far-reaching effects on org. behavior.

View of org. as a system (self-developing, changing, etc.) not a machine - organic rather than mechanistic viewpoint.

Mgr's role is that of feedback operator - to mirror, encourage, etc.  
(See Mary P. Follett)

Our work together has been a collaborative effort. Psychologists seem to agree - human organism seems to have to reach beyond itself for more, to "complicate" itself. This must be present - so, there B. hopes that members can assist

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A positive way of looking at administration - others can help

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1. I have many compliments and one criticism for subject Seminar.

2. Let me first discuss the negative, serious to me yet after more than 10 days contemplation. The Deputy Director (Support)

introduced the Seminar with obvious enthusiasm. He finished his introduction with an admonition that full participation in the discussions was essential to the practical benefits we would each derive from the course. [REDACTED] followed up with a clear statement of his participation rules. He made it plain that with 33 of us he would have to insist upon orderly sessions and that he would call upon those of us who raised our hands to signify a wish to speak. He made a point of the fact that he might not be able to reach us when we indicated a desire to speak, but that he would remember and return when he could: good rules, completely understandable and acceptable. My criticism stems from the fact that from the first session [REDACTED] did not follow his own rules. He permitted almost anyone to interrupt at any time he chose. This left the rest of us wishing to speak a choice either to follow his rules or begin interrupting. By Wednesday of the first week, the situation was such that I suggested to an OTR member that [REDACTED] be reminded of his participation rule and suggested he either follow it or change it. By the second Monday the situation appeared almost completely out of hand, with three or four persons being permitted to dominate the discussions by unrestrained interruptions. Interruptions continued to the end of the Seminar with as many as three by one person during a session. Likewise, some persons were called upon two and three times during a session, while others desiring to speak were apparently ignored. This had a depressing effect and since it was such an irritation, I suspect it was largely the cause of only six invited speakers and six interrupters (nine persons in all) at the before-noon session on the second Tuesday. At that low point the majority of the group appeared to me to be sullen "passive absorbers" and probably prompted [REDACTED] remark that "the Tocsin has sounded" without his realizing that some of us weren't tired -- just somewhat disgusted.

3. To recap the negative: I care not whether [REDACTED] methods were by design or just happened. They succeeded in irritating me to an extreme degree and constituted the one serious flaw in an otherwise rewarding two weeks. We were not competing for grades or his agreement in our ideas. We were there, as I had read and been told, to share our ideas (however odd they might appear to others) with his expert touch to moderate and guide us to the root(s) of the problem(s). I offer these rather lengthy observations for the sole purpose of suggesting that if such a situation can be avoided in future Seminars, the time devoted to being irritated can more profitably be devoted to the substance of the course.

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